



Aerospace Improvement Maturity Model

THE PURPOSE



BACKGROUND



USERS



INTENDED
USE

THE AIMM[®] MODEL



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THE PURPOSE



BACKGROUND



USERS



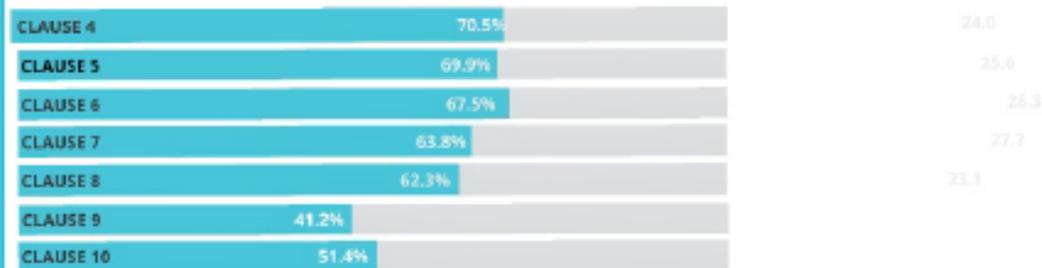
INTENDED
USE

BACKGROUND

- Standards require & promote continual improvement
- Standards can't be used to measure the progression of improvement achieved

LEVEL OF MATURITY

AS9100/9110/9120 with ISO 9001



- Once certified, many companies tend to have a sole objective to maintain their certification & are often disappointed in the value and improvement brought by their QMS
- Despite achieving the same certificate, some companies narrowly reach the required level of conformity for their QMS, while others reach levels of excellence.

PURPOSE

To move companies beyond compliance to the standard & evolve into improving their QMS through the assessment of maturity

OBJECTIVES:

- Offer companies a tool to **measure, and set clear targets for, improvement**
- To provide **better recognition** of **risk areas** and where **improvement opportunities exist**
- To **enhance the motivation** for improvement
- To increase the level of **quality & maturity** of the **entire aerospace industry supply chain**



USERS

AIMM is a self-assessment tool for:

- Certified and Non-Certified companies
 - AS9100, ISO 9001, AS9110, AS9120
- Companies that voluntarily decide to participate

AIMM is not intended to be used as a requirement for supplier selection.
It could be used by customers for supplier development & improvement.

INTENDED USE

AIMM is a highly flexible, multi-purpose tool

- Assessments as often as needed
- Aligned to the AS9100 clauses
 - Entire QMS
 - Subsections of particular interest or focus

Supports improvement-driven internal audit programs

Results can be used to set improvement targets

INTENDED USE

- Gage the level of maturity of the company
 - Entire QMS, or
 - Some area(s) of particular interest
- Get ideas to expand or upgrade the company's QMS
- Verify the level of preparedness for certification to AS9100, AS9110, AS9120 or ISO 9001, as the maturity level score shows how a company can be expected to be:
 - Most likely *not yet certifiable* if all modules are around maturity Level 1
 - Most *probably certifiable* if all modules are around maturity Level 2 or 3
 - Certifiable and beyond the standard if all modules are around maturity Level 4 or 5
- Improve an existing certified QMS
- Provide support for improvement-driven internal audit programs
- Determine an improvement plan for a critical areas of the company
- Set clear and quantifiable improvement targets, and verify their achievement

THE AIMM[®] MODEL



Framework

To evaluate the level of maturity achieved by a company in implementing an AS9100 / ISO 9001 compliant QMS

- 1 Expected Outcomes
- 2 Maturity Scale
Five Levels of Maturity
- 3 Maturity Assessment
Criteria

HOME	STUDY AIMM	PLAN	PERFORM	VIEW RESULTS	PROVIDE FEEDBA
Module 9.2: Internal Audit		Module Status	Level 0 Achieved	Assessed C	
Sub-Clause	Expected Outcomes	Remarks			
9.2 - Internal Audit (9.2.1)	Internal audits are conducted at planned intervals to provide information on QMS conformity and effectiveness.	No Remarks			
1/10					
Level 1 - Initial	Level 2 - Managed	Level 3 - Deployed	Level 4 - Pro		
Internal audits are generally conducted in a reactive and sporadic manner.	Internal audits are conducted at planned intervals at project / product / service level.	The organization has deployed a common process to conduct internal audits at planned intervals, including the use of appropriate sampling methods.	Internal audits are planned (e.g., using a database for internal audit planning, with review and optimization across the organization.		
9.2.1 The organization shall conduct internal audits at planned intervals to provide information on whether the quality management system:		ice to ensure that ted on time in he defined		Previous audit and utilized to frequency of int	
a) conforms to:					
1) the organization's own requirements for its quality management system;					
2) the requirements of this International Standard;					

1 Expected Outcomes

- Derived from the AS9100 requirements
- Positive statement of the result expected from an AS/ISO requirement
- Never contains a "shall" or "should", therefore not a requirement nor a recommendation
- Wording similar to AS/ISO requirement, but can focus on the essential aspect of the requirement or multiple requirements.
- 100% of AS requirements are converted to Expected Outcomes.

HOME STUDY AIMM PLAN PERFORM VIEW RESULTS

Module 9.2: Internal Audit Module Status Lev

Sub-Clause	Expected Outcomes
9.2 - Internal Audit (9.2.1) AS9100/ISO 9001	Internal audits are conducted at planned intervals to provide information on QMS conformity and effectiveness.

1/10

Level 1 - Initial	Level 2 - Managed	Level 3 - Deploy
Internal audits are generally conducted in a reactive and sporadic manner.	Internal audits are conducted at planned intervals at project / product / service level.	The organization has a common process to conduct internal audits at planned intervals, including the use of sampling methods.

9.2.1 The organization shall conduct internal audits at planned intervals to provide information on whether the quality management system:

- a) conforms to:
 - 1) the organization's own requirements for its quality management system;
 - 2) the requirements of this International Standard;
- b) is effectively implemented and maintained.

Maturity Levels

2 Maturity Scale Five Maturity Levels

Level 2 Managed - Expected outcomes are consistently achieved and controlled, but mainly at project / product level. Processes may not be harmonized at the company level, because implementation is driven at project level or for product lines.

Level 1 Initial - Expected outcomes are achieved, but in a reactive and not repeatable fashion. QMS starts to be in place, but activities are performed ad hoc, mainly reacting to events and problems. Results are often not repeatable.

Sub-Clause	Expected Outcomes	Remarks	Assessed
9.2 - Internal Audit (9.2.1)	Internal audits are conducted at planned intervals to provide information on QMS conformity and effectiveness.	No Remarks	0%

Level 1 - Initial	Level 2 - Managed	Level 3 - Deployed	Level 4 - Predictable	Level 5 - Optimizing
Internal audits are generally conducted in a reactive and sporadic manner.	Internal audits are conducted at planned intervals at project / product / service level.	The organization has deployed a common process to conduct internal audits at planned intervals, including the use of appropriate	Internal audits are systematically planned (e.g., using a common database for internal audit planning, with multi-year forecast	The organization has an advanced methodology (e.g., data robots, data mining of "big data") for the optimization of intervals and

Level 1 - Initial	Level 2 - Managed	Level 3 - Deployed	Level 4 - Predictable	Level 5 - Optimizing
<p>Internal audits are generally conducted in a reactive and ad-hoc manner.</p>	<p>Internal audits are conducted at planned intervals at product / service level.</p>	<p>The organization has deployed a common process to conduct internal audits at planned intervals, including the use of appropriate sampling methods.</p>	<p>Internal audits are systematically planned (e.g., using a common database for internal audit planning, with multi-year forecast and optimization of planning across the organization).</p>	<p>The organization has an advanced methodology (e.g., data robots, data mining of "big data") for the optimization of intervals and planning of internal audits.</p>
<p>Level 3 Deployed - Processes are established and consistently deployed across the company. Interaction between processes is formalized, and interfaces with interested parties are managed. Data demonstrates the effectiveness of the process (data collected and used). Resources, competence, infrastructure, work environment are managed and maintained. Results are repeatable most of the time.</p>			<p>Level 5 Optimizing - Company is focused on being best-in-class, through benchmarking, continual improvement, efficiency, and innovation of processes. Process improvements are systematically pursued to improve efficiency (i.e. make more or better with same resources). Appropriate data are analyzed to identify opportunities for best practice and innovation. Improvement opportunities are derived from new technologies and process concepts.</p>	
<p>Level 4 Predictable - Quantitative objectives and indicators for on-time and on-quality performance are established. Product, service and process measures are collected and analyzed to monitor and predict the achievement of process objectives and trends, and act accordingly. State-of-the-art analysis and control techniques are applied. Suitable tools are used to enhance process control and repeatability of results.</p>			<p>Level 5 Optimizing - Company is focused on being best-in-class, through benchmarking, continual improvement, efficiency, and innovation of processes. Process improvements are systematically pursued to improve efficiency (i.e. make more or better with same resources). Appropriate data are analyzed to identify opportunities for best practice and innovation. Improvement opportunities are derived from new technologies and process concepts.</p>	

Maturity Levels

Typical key words

2 Maturity Scale Five Maturity Levels

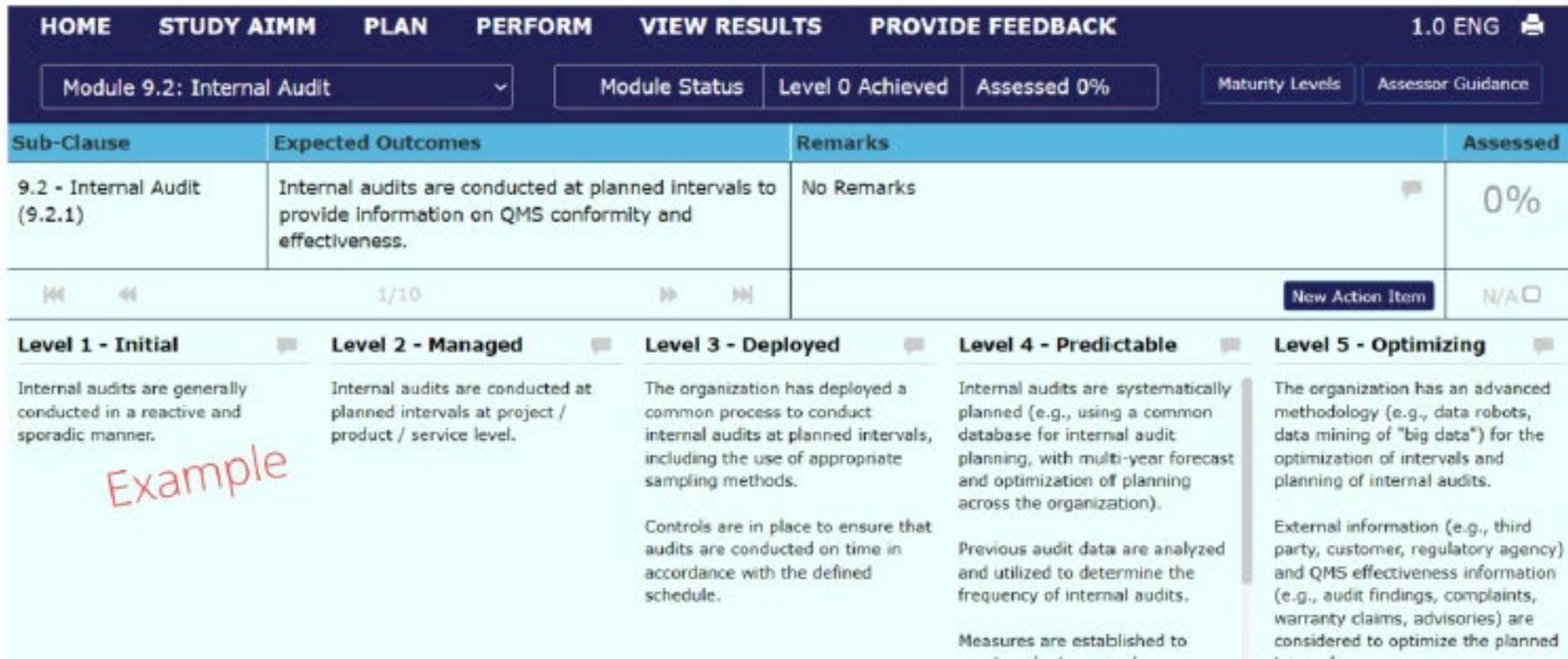
Level 1 Initial	Level 2 Managed	Level 3 Deployed	Level 4 Predictable	Level 5 Optimizing
Informal, Ad hoc, Reactive, Not fully, Unclear, Not repeatable, Not always, Not structured, Limited visibility	Effective, Consistent, At project, process, product or service level, May vary or differ	Common, Harmonized, Standard, Systematic, Cross- functional, Across the company	KPIs, On Time, On Quality, Quantitative targets, Trends, Prediction, Anticipation	Efficiency, Optimization, Benchmark, Best-in-class, Innovation, Evolving context, Organizational culture, Continual improvement

Maturity Assessment Criteria

Detailed explanations of what is expected to be in place:

- for a given expected outcome,
- at a given maturity level

Maturity levels correspond to a progression in the implementation of the criteria, the lower levels be included in, or fulfilled by, the upper levels.



HOME **STUDY AIMM** **PLAN** **PERFORM** **VIEW RESULTS** **PROVIDE FEEDBACK** 1.0 ENG

Module 9.2: Internal Audit Module Status Level 0 Achieved Assessed 0% Maturity Levels Assessor Guidance

Sub-Clause	Expected Outcomes	Remarks	Assessed
9.2 - Internal Audit (9.2.1)	Internal audits are conducted at planned intervals to provide information on QMS conformity and effectiveness.	No Remarks	0%
1/10			New Action Item N/A

Level 1 - Initial Internal audits are generally conducted in a reactive and sporadic manner.

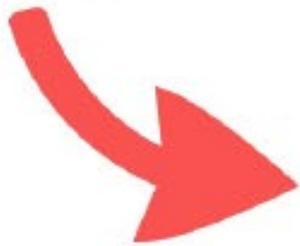
Level 2 - Managed Internal audits are conducted at planned intervals at project / product / service level.

Level 3 - Deployed The organization has deployed a common process to conduct internal audits at planned intervals, including the use of appropriate sampling methods. Controls are in place to ensure that audits are conducted on time in accordance with the defined schedule.

Level 4 - Predictable Internal audits are systematically planned (e.g., using a common database for internal audit planning, with multi-year forecast and optimization of planning across the organization). Previous audit data are analyzed and utilized to determine the frequency of internal audits. Measures are established to

Level 5 - Optimizing The organization has an advanced methodology (e.g., data robots, data mining of "big data") for the optimization of intervals and planning of internal audits. External information (e.g., third party, customer, regulatory agency) and QMS effectiveness information (e.g., audit findings, complaints, warranty claims, advisories) are considered to optimize the planned

Assessment
Criteria



Example

https://iaqg.org



OASIS

AIMM

SCMH

DICTIONARY

IAQG Participant Portal



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Study AIMM

Preview of AIMM modules for analysis and comments. Click on a module to view it

VERSION LANGUAGE

Module 4: Context of the Organization	Module 5: Leadership	Module 6: Planning	Module 7.1: Resources
Module 7.1.5: Monitoring and Measuring Resources	Module 7.2: Competence	Module 7.3 - 4: Awareness and Communication	Module 7.5: Documented Information
Module 8.1: Operational Planning and Control	Module 8.1.1: Operational Risk Management	Module 8.1.2: Configuration Management	Module 8.1.3: Product Safety
Module 8.1.4: Emergency Preparedness	Module 8.1.5: Business Continuity	Module 8.1.6: Environmental	Module 8.1.7: Security

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Select Modules and Respective Target Level

Select a module by clicking on it or entering a target level

Select All Default target level 3 ▾

Module 4: Context of the Organization 4 ▾ Target Level	Module 5: Leadership 4 ▾ Target Level	Module 6: Planning 4 ▾ Target Level	Module 7.1: Resources 4 ▾ Target Level
Module 7.1.5: Monitoring and Measuring Resources N/A ▾ Target Level	Module 7.2: Competence 4 ▾ Target Level	Module 7.3 - 4: Awareness and Communication 4 ▾ Target Level	Module 7.5: Documented Information 4 ▾ Target Level
Module 8.1: Operational Planning and Control 4 ▾ Target Level	Module 8.1.1: Operational Risk Management N/A ▾ Target Level	Module 8.1.2: Configuration Management N/A ▾ Target Level	Module 8.1.3: Product Safety N/A ▾ Target Level
Module 8.1.4: Prevention of Counterfeit Parts N/A ▾ Target Level	Module 8.2: Requirements for Products and Services 4 ▾ Target Level	Module 8.3: Design and Development of Products and Services 3 ▾ Target Level	Module 8.4.1: Control of Externally Provided Processes, Products, and Services - General 4 ▾ Target Level

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- [What's New](#)
- [Introductory Presentation](#)
- [AIMM User Guide](#)
- [Abbreviations](#)
- [Best Practices](#)
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Module 4: Context of the Organization ▾

Module Status

Level 3 Achieved

Assessed 100%

Maturity Levels

Assessor Guidance

Sub-Clause	Expected Outcomes	Remarks	Assessed
4.1 - Understanding the Organization and Its Context	External and internal issues that may affect the strategic direction or the intended results of the organization are determined.	This is an area of strength for the company. 	100%
	Information related to identified issues is monitored and reviewed.	While we meet 1-on-1 weekly between each manager and their employees, there is not a formal survey of employees other than the SWOT analysis which occurs every 3-5 years (last 	100%
4.2 - Understanding the Needs and Expectations of Interested Parties	Relevant interested parties are determined and related information monitored, in relation to the organization's activities and the impact on their QMS.	Although ISO 9001 doesn't require interested parties to be documented, we have this in our QMS manual. 	100%
	The requirements of interested parties are determined and monitored.	Although ISO 9001 doesn't require it to be documented, a general description of relevant interested parties and their associated requirements are maintained in our QMS manual. We 	100%

Module 4: Context of the Organization

Module Status Level 2 Achieved Assessed 100%

Maturity Levels Assessor Guidance

Sub-Clause	Expected Outcomes	Remarks	Assessed
4.1 - Understanding the Organization and Its Context	External and internal issues that may affect the strategic direction or the intended results of the organization are determined.	This is an area of strength for the company.	100%

Navigation icons: back, forward, 1/18, search, and a 'New Action Item' button. A 'N/A' checkbox is also visible.

Level 1 - Initial	Level 2 - Managed	Level 3 - Deployed	Level 4 - Predictable	Level 5 - Optimizing
<p>Internal and external issues are determined in an ad hoc manner and / or for limited parts of the organization.</p> <p>1</p> <p>100% of criteria met</p> <p>100% of level achieved</p>	<p>Internal and external issues are determined in all parts of the organization (e.g., Engineering, Procurement, Sales, Human Resources, Finance), using different methodologies.</p> <p>The determination includes issues related to technology, process performance, and legal aspects</p> <p>2</p> <p>100% of criteria met</p> <p>100% of level achieved</p>	<p>Internal and external issues are determined using harmonized methodologies across the organization. The determination includes issues arising from competitive market, economic environment, organization knowledge, and cultural environment.</p> <p>The context of the organization is fully understood and documented. Such understanding is reflected in</p> <p>3</p> <p>100% of criteria met</p> <p>97% of level achieved</p>	<p>Analysis tools (e.g., risk assessment; Political, Economic, Social, Technological (PEST); Political, Economic, Social, Technological, Legal, Environmental (PESTLE); Strengths, Weaknesses, Opportunities, and Threats (SWOT); risk cubes; maturity matrices) are systematically used to determine internal and external issues.</p> <p>4</p> <p>100% of criteria met</p> <p>89% of level achieved</p>	<p>5</p> <p>94% of level achieved</p>

26 AIMM Assessment Modules

Modules #	Modules Name (and relationship with AS/ISO clause structure, when different)
4	Context of the organization
5	Leadership
6	Planning
7.1	Resources (without clause 7.1.5)
7.1.5	Monitoring and measuring resources
7.2	Competence
7.3-7.4	Awareness and Communication (includes clauses 7.1 & 7.4)
7.5	Documented information
8.1	Operational Planning and control
8.1.1	Operational risk management
8.1.2	Configuration management
8.1.3	Product safety
8.1.4	Prevention of counterfeit parts
8.2	Requirements for products and services

Modules #	Modules Name (and relationship with AS/ISO clause structure, when different)
8.3	Design and development of products and services
8.4.1	Control of externally provided processes, products and services
8.4.2	Type and extent of control of externally provided processes, products and services
8.4.3	Information for external providers
8.5 - A	Control of production & service provision (clause 8.5)
8.5 - B	Control of Equipment & Special Processes; Production and service provision (includes sub-clauses 8.5.1.1/.2/.3)
8.5 - C	Identification, change control, preservation, retention and control of records (includes sub-clauses 8.5.2/.3/.4/.5/.6 and 8.6)
8.7	Control of nonconforming outputs
9.1	Monitoring, measurement, analysis, and evaluation
9.2	Internal audit
9.3	Management review
10	Improvement

self-contained subjects in order to:

The structure of modules do not necessarily

A specific module may have been ex

Modules #	Modules Name (and relationship with AS/ISO clause structure, when different)
4	Context of the organization
5	Leadership
6	Planning
7.1	Resources (without clause 7.1.5)
7.1.5	Monitoring and measuring resources
7.2	Competence
7.3-7.4	Awareness and Communication (includes clauses 7.1 & 7.4)
7.5	Documented information
8.1	Operational Planning and control
8.1.1	Operational risk management
8.1.2	Configuration management
8.1.3	Product safety
8.1.4	Prevention of counterfeit parts
8.2	Requirements for products and services

Modules #	Modules Name (and relationship with AS/ISO clause structure, when different)
8.3	Design and development
8.4.1	Control of external providers
8.4.2	Type and extent of control
8.4.3	Information for external providers
8.5 - A	Control of production and service provision
8.5 - B	Control of Equipment and facilities (includes sub-clause 8.5.2.2)
8.5 - C	Identification, characterization and control of scrap and nonconforming material (includes sub-clause 8.5.3.2)
8.7	Control of nonconforming products and services
9.1	Monitoring, measurement, analysis and evaluation
9.2	Internal audit
9.3	Management review
10	Improvement

26 self-contained subjects in order to:

- allow companies to tailor the scope of the assessment, by selecting specific areas depending on needs, priorities, and resources
- control the effort for performing an assessment

The structure of modules:

- A specific module for each clause
- Some smaller ones for sub-clauses

Modules #	Modules Name (and relationship with AS/ISO clause structure, when different)
8.3	Design and development of products and services
8.4.1	Control of externally provided processes, products, & services - General
8.4.2	Type and extent of control of externally provided processes, products & services
8.4.3	Information for external providers
8.5 - A	Control of production & service provision (clause 8.5.1 without sub-clauses)
8.5 - B	Control of Equipment & Special Processes; Production Process Verification (includes sub-clauses 8.5.1.1/.2/.3)
8.5 - C	Identification, change control, preservation, release & post-delivery (includes sub-clauses 8.5.2/.3/.4/.5/.6 and 8.6)
8.7	Control of nonconforming outputs
9.1	Monitoring, measurement, analysis, and evaluation
9.2	Internal audit
9.3	Management review
10	Improvement

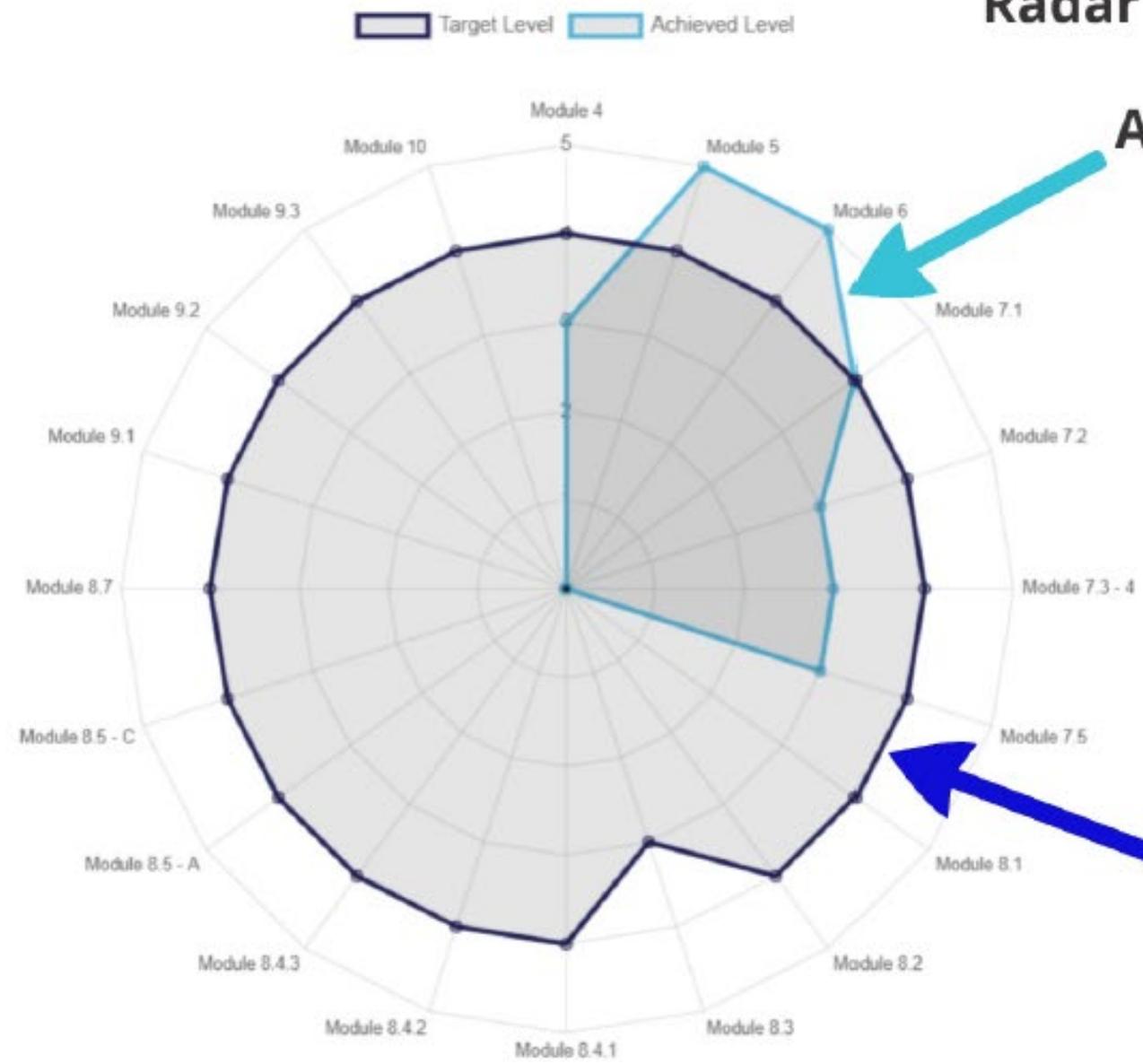
100% of all AS9100 clauses are covered by the AIMM modules

The structure of modules do not necessarily reflect the breakdown of clauses in the AS9100 standard

- A specific module may have been created from a single sub-clause for its significance or size
- Some smaller clauses may have been grouped together to create a more sizable module

	Achieved Level	Target Level	% Assessed
Module 4: Context of the Organization	3	4	100%
Module 5: Leadership	5	4	100%
Module 6: Planning	5	4	100%
Module 7.1: Resources	4	4	100%
Module 7.2: Competence	3	4	100%
Module 7.3 - 4: Awareness and Communication	3	4	100%
Module 7.5: Documented Information	3	4	100%
Module 8.1: Operational Planning and Control	0	4	51%
Module 8.2: Requirements for Products and Services	0	4	0%
Module 8.3: Design and Development of Products and Services	0	3	0%
Module 8.4.1: Control of			

Achieved vs Target Percentage Level Achieved

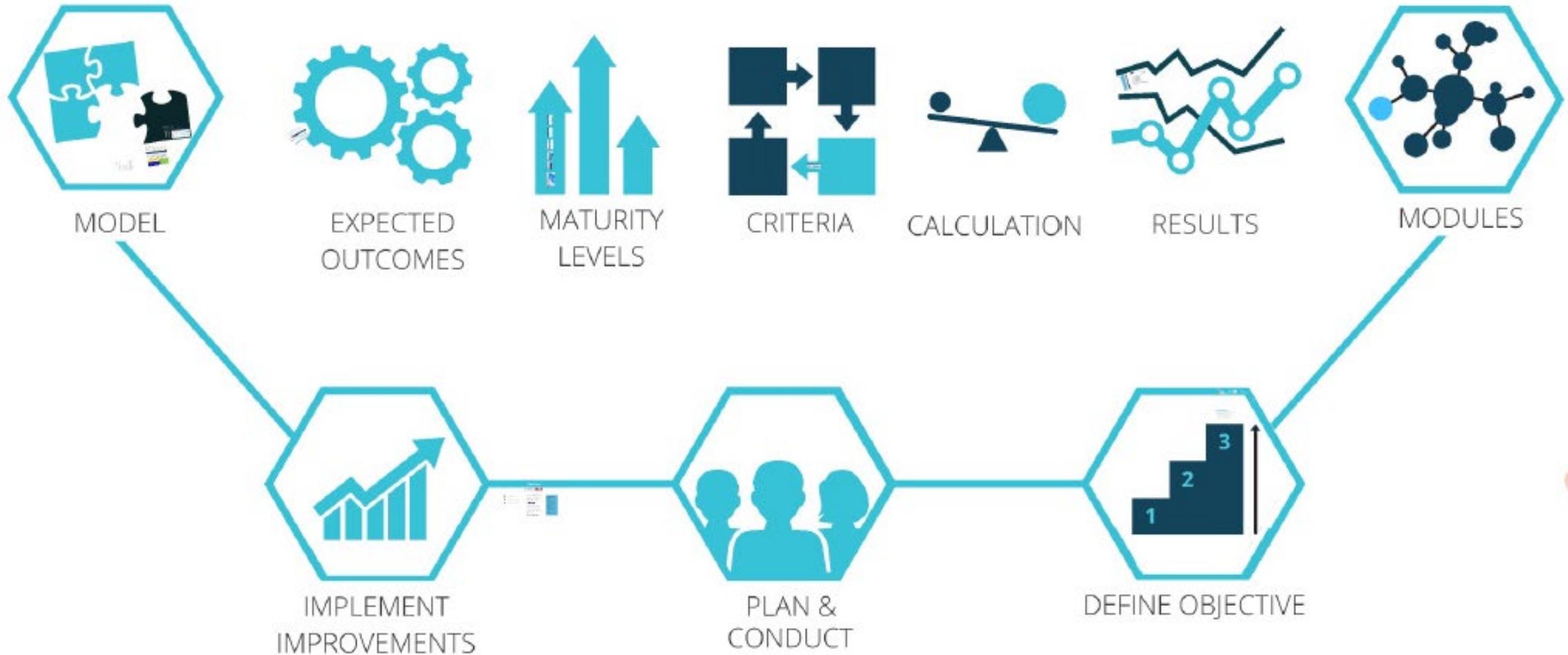


Radar chart shows:

Achieved Level

Target Level

THE AIMM[®] MODEL



Define Assessment Objectives

The maturity assessment is intended to improve the performance of the QMS and customer satisfaction. What do you want or need? Each assessment may have **specific objective(s)**, for example:

- Gauge the level of maturity of the entire QMS
- Gauge the level of maturity of some of the QMS - targeted area(s)
- Get ideas to expand or upgrade the company's QMS
- Verify the level of readiness of the QMS prior to getting certified
- Improve the QMS of an already certified company
- Determine an improvement plan for a critical area of the company
- Set clear & quantifiable improvement targets, & to verify their achievement

Key Learnings

Proper planning

- **Scope** - full QMS, partial, or problem area(s)
 - What modules are N/A?
- **Target maturity level** for your company
 - **2** or **3** - Managed or Deployed, most probably certifiable, consistent, effective, harmonized
 - **4** - Predictable , KPIs with targets, measures, and trends, anticipation
 - **5** - Optimizing, best-in-class, benchmarkable, efficient
- **Resources involved** and **time** to assess each module

Key Learnings

Obtain benefit from AIMM

- **Analyze the results** to identify gaps and risk areas
 - I thought we were better
 - There are plenty of opportunities for improvement
- **Determine improvement actions** with responsible parties and timelines based on the company's priorities, risks, strategy or objectives
- This is a **great tool for** consultants and **companies trying to achieve certification** to explain expectations and options for compliance and maturity
- **A valuable tool for companies wanting to improve the robustness of their QMS** and providing direction

Key Learnings

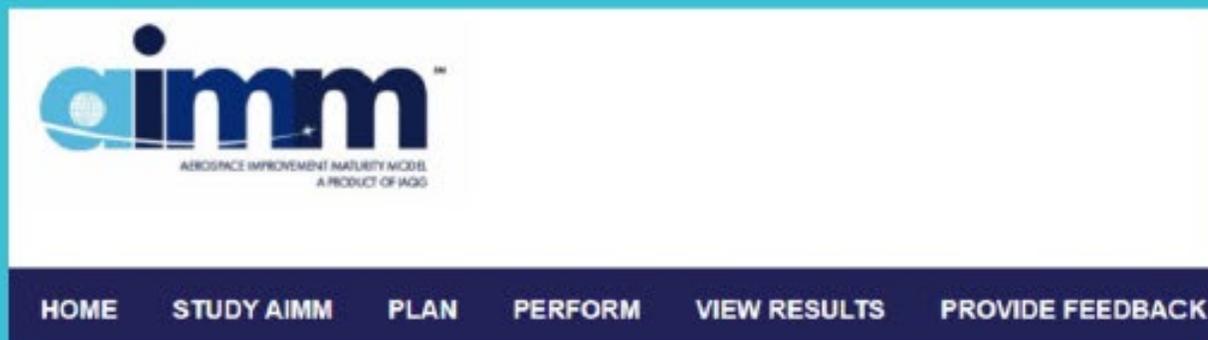
- It took a lot of time - plan for it
- Different maturity levels by area
 - Started targeting Level 4 for all
 - Ended up reducing target on 1 module
- End result - 20 applicable modules
 - 5 of 19 modules \geq Level 4
 - 14 of 19 modules = Level 3
 - 1 module lower priority - not started
 - 6 modules not relative to our business
- Quite a few manufacturing requirements within a module were not applicable to our service business (easily tailored out)
- Very flexible & user-friendly. Not everything was intuitive.



We got a lot of benefit and value from this tool and will continue using it!

Key Learnings

- Very flexible & user-friendly.
- Not everything was intuitive.



- Didn't like 100% online use

Sub-Clause	Expected Outcomes	Remarks	Assessed	
5.4 - Control of Externally Provided Processes, Products, and Services 5.4.1: General	Risks associated with external provision of processes, products, and services and external provider selection are identified and managed.	No Remarks	100%	
3/13			New Action Item N/A	
Level 1 - Initial	Level 2 - Managed	Level 3 - Deployed	Level 4 - Predictable	Level 5 - Optimizing
Risk management activities for external provider selection and external provision of processes, products, and services are conducted in a reactive manner and not formally documented. Risks are mainly based on organizational requirements, rather than external provider capacity and capability.	Risk management activities for external provider selection and control are planned and implemented primarily at project / product / service level. Risk register(s) includes risk ratings. Outputs of risk management activities are managed with a silo mentality and information is not available to all stakeholders.	A formal process is established and deployed cross-functionally (e.g., Engineering, Quality, Operations, Planning) to identify, plan for, and mitigate risks associated with external provider selection and control. Internal and external data (e.g., audit results, DASIS database, manufacturing readiness assessments) on external provider performance, capability, and	External provider performance indicators are monitored to evaluate the risk of continued use of selected external provider and adjustment of controls for provided processes, products, and services. Factors such as organization structure (e.g., ownership, parent company, subsidiaries, location), market intelligence, customer input, financial stability, terms and conditions, and approvals (e.g.,	Management of risks associated to the external provision of processes, products, and services is proactively and continually improved based on benchmarking evolving requirements on external providers, and evaluating their capacity, capability, and performance.
100% of criteria met	100% of criteria met	100% of criteria met	90% of criteria met	100% of criteria met
100% of criteria met	100% of criteria met	90% of criteria met	100% of criteria met	100% of criteria met

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